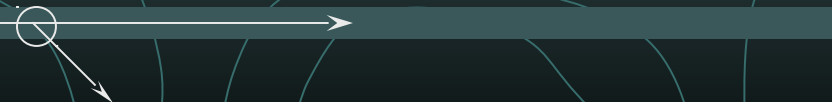


Leadership in a Changing Culture



**U.S. Army Corps of Engineers
Annual Real Estate Community
of Practice Mission Conference
May 3, 2004**



People and Change



**Dodo,
extinct by
1660s**



**Quagga,
extinct
circa 1870**

**It is not the strongest of
the species that survive,
nor the most intelligent,
but the one most
responsive to change.**

Charles Darwin

Evolution of Leadership and Culture

Industrial Age
(1900-1970)

Service/Information Age
(1970-2000)

Knowledge Age
(2000-?)

Culture

Order

Innovation

Enterprise

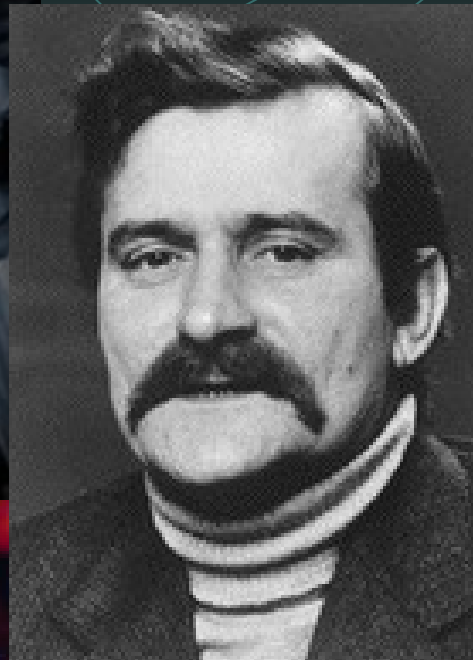
Leadership

Autocratic

Strategic

Facilitative

*William Halal,
Professor of
Management
George Washington*



**Change leadership often comes
from unexpected places**